



NORWICH
UNIVERSITY

2020 Norwich Annual Report





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The Board of Trustees at Norwich is an active group that serves not only as an overseer of the university, but also sets the policies that will steer and guide Norwich into the future. The Board of Trustees currently consists of 30 men and women, each of whom brings a unique life experience to the process. Trustees are both alumni and non-alumni; military, business, and educational leaders. Their experiences help them set the vision by which to form the military and civilian leaders of tomorrow.

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NORWICH UNIVERSITY

In 2014, Norwich University harnessed its motto “I Will Try” and embarked on the *Forging the Future* campaign with an ambitious goal: to raise \$100 million in five years. In true Norwich fashion, we went above and beyond, redefining what it means to try. By 2020, we completed the campaign having raised a record-setting \$121,239,000. Through this remarkable total, over 8,400 donors sent a loud and clear message: At Norwich, we don’t just try, we strive for the absolute best. As you read this year’s report, I hope you take immense pride knowing your role in this inspiring community.

Looking to the future, it’s paramount that we sustain this momentum. As 2020 has taught us, the only constant in life is change. Thanks to the generosity of our supporters, Norwich has excelled in an environment of uncertainty. When the pandemic reared its ugly head this past March, we were able to pivot to online learning for the remainder of the spring semester. More challenges will surely arise, but solidified by the Norwich family’s unrelenting spirit, we are prepared for anything that comes our way.

In order to stay at the cutting edge and continue our success, we will be announcing our next fundraising initiative in the coming months which will focus on five priorities: unrestricted resources that enable us to respond to unpredictable events like the pandemic, improving affordability through scholarships, technological upgrades, academic program enhancements, and increasing planned giving in order to create a reservoir of future support for the university. The following pages of this report flesh out these priorities.

This initiative represents how each and every one of us plays a key part in the university’s legacy. Whether you’re an alumnus, parent, student, faculty, staff, or friend, you contribute to a greater whole. Together, we can remain nimble during the most uncertain of times while preserving the hallmark Norwich experience.

Thank you once again for your investment, empowering us to constantly raise the bar for what it means to try. Because of steadfast partners like you, I’m confident Norwich will flourish for the next 200 years.

Norwich Forever!

Alan DeForest '75

Chair, Norwich University Board of Trustees



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AAAC. D. WHITE

DAVID B. HOLLIS

WILLIAM H. ADAM

HAROLD D. MAR

WILLIAM G. WIL

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The Norwich Fund

Unrestricted funds are the bedrock of Norwich, fueling everything from core daily operations to innovative opportunities and strategic priorities. They also provide crucial resources that allow the university to respond to unforeseeable events and urgent needs in a timely manner. To increase the impact of our programs and continue thriving even during uncertain circumstances, we will continue building this source of flexible current- and future-use support.

Scholarships

Norwich strives to increase accessibility while preserving its preeminence in higher education. Improving the affordability of a Norwich education remains essential. Furthermore, with the economic stresses posed by COVID-19, scholarships are needed now more than ever. Scholarships are key to attracting and retaining top students, further cultivating Norwich's reputation of excellence.

Term: The scholarship will provide annual income, which, together with a withdrawal from principal, will support a student(s) for approximately ten years.

Endowed: Endowed funds are invested and managed as a permanent financial asset producing annual income in perpetuity.

Income Share Agreement (ISA): An ISA is an agreement between a school and student that provides the student with education funding. In exchange, the student agrees to pay the university a fixed percentage of his or her future income for a fixed period of time, up to the agreed-upon cap.

Technology Endowment

Technology continues to launch us into the future and spur innovation, always changing how we learn and work. It's crucial that we're able to accommodate online courses and provide interactive resources that create a modern, flexible hub for learning. Additionally, Norwich is distinguished for cyber education and technology, as one of the first universities to receive the National Security Agency's designation as a Center of Excellence in Information Security Education. In order to stay ahead of the curve for the university as a whole, we must respond to cutting-edge technological demands as they arise. Our technology endowment will provide this foundation, ensuring the maintenance and updating of campus resources.

Academics

Like technology, the delivery of academics is ever-evolving. Since our founding in 1819, Norwich has championed an integrative and experiential approach to education, creating the best possible learning environment to train today's students to be tomorrow's leaders. Our investment in academics will accommodate change and enrich the Norwich experience on a number of fronts, such as providing more opportunities for student research, leadership, and integration of academics with professional fields. By engaging with academics in unique and interesting ways, students become multifaceted citizens of the 21st-century world.

Planned Giving

Planned gifts are a meaningful way of leaving a lasting impact at Norwich. Whether through gifts of bequests, annuities, or trusts, your generosity provides a reliable and thoughtful source of support that promotes the university's future.

Investing for an Ambitious Future

Building on its past success, the university's endowment has weathered the financial storm better than most

BY BETH LUBERECKI

For Mark Thompson '79, serving on the NU Board of Trustees and investment committee is “a great honor and responsibility.” He’s recently added to his responsibilities as the committee’s new chair, taking on the role at a critical time for the university’s endowment.

With a new president and the economic turmoil caused by the coronavirus pandemic, it may seem daunting to begin working toward a bold goal to increase the Norwich endowment from \$209 million today to \$800 million by 2035. But Thompson says he is confident about the endowment’s position and the caretakers’ decisions on how it’s invested and managed.

“The endowment is certainly secure,” says Thompson, the president of Cambridge Trust, a private banking and wealth management firm. “We’ve got a great investment committee with very talented folks sitting around the table.”

NU’s endowment remains on such a strong footing thanks in large part to the direction set by past investment committee chair J. Fred Weintz Jr. '47, an NU board member and former partner at Goldman Sachs.

“When you look at investment committees that are successful over time, what they have is strong leadership,” says Abigail B. Mason, a longtime member of the Norwich investment committee and chief investment officer at TIAA Kaspick, a planned gift and endowment management firm. “Fred provided extraordinary leadership to the committee. From the early years when the endowment was very small, he invested like it was very big. Norwich is known for looking at what the bigger institutions were doing and saying, ‘We can do that,’ even though our portfolio of capital is much, much smaller than a big Ivy League institution.”

To that end, the investment committee was an early adopter of a diversified investment strategy. “When I joined that relationship in the late 1990s, Norwich

was very unusual back then in that, given the size of its endowment, it had a very diversified portfolio,” says Mary Cove. A former managing director at global investment firm Cambridge Associates, Cove served as the committee’s investment consultant for two decades until her recent retirement. “Fred was a firm believer in that approach.”

For Weintz, the tactic just made sense. “You aren’t going to be good at everything every day,” he says. “I wanted to have investments in different areas of the economy that would complement each other and, as a totality, the overall enterprise would be successful.”

The Goldman Sachs alum also strove to diversify the investment committee itself, bringing in members with a variety of career backgrounds and experience and to constantly seek insight and advice from others. Thanks to his connections, Norwich gained access to venture capital firm Sequoia, which has invested in a slew of buzzy companies like Airbnb, DoorDash, and WhatsApp along with big names like Apple, Cisco, and Google.

“It’s an example of something we did very early on that has served us extremely well,” says Mason, who first got involved with Norwich while working at Cambridge Associates. “Big institutions were just beginning to invest in venture capital, and endowments the size of ours weren’t doing that. But we invested with Sequoia, and it’s been like winning the Super Bowl and every other big contest rolled into one. It’s been an extraordinary investment over time, and we can thank Fred for that. He had us thinking that way: that we can invest like big institutions do.”

Cove, the endowment investment adviser, says the committee’s willingness to explore new ideas has paid off over the years. Along with tried-and-true options, Norwich has also invested in promising new firms that Cambridge Associates identified based on their founders’ performance histories at other institutions.

“A lot of times in this business, people will say they don’t want to see anyone unless they have a track record of X number of years,” Cove says. “Norwich’s investment committee was always willing to hear about something we thought was a high-quality idea. It invested with a number of those firms, and its portfolio benefited a lot from that. The committee has been willing to take risks in a way that was controlled risk.”

Patience and discipline have helped the committee ride out past financial challenges. It’s taking the same approach to the current economic uncertainties. “When an event like this happens, everything you’ve done up to that point gets you through it,” Mason says. “You may do a little tweaking in a crisis, but you don’t do much more than that.”

“Because we have such a highly diversified portfolio, I think our endowment has weathered the storm better than most,” investment committee chair Thompson says. “As we navigate through the pandemic and other economic downturns, I think our investment model and our strong partnership with Cambridge Associates will help protect our endowment and our investment return against downside risk.”

After all, the committee isn’t just thinking about today. It’s building an endowment to last in perpetuity to serve the university long into the future.

Norwich Board of Trustees chair and DeForest Group insurance aggregator president Alan F. DeForest ’75 says the reason is simple. “Quite frankly, it’s not our money. We are the fiduciaries, and we need to take care of it.”

The university draws from the endowment on an annual basis, only taking 5 percent of a 12-quarter average of its value. Funds are used primarily for scholarships, something DeForest sees as increasingly important for current and future students.

“It’s no secret that higher education is

becoming more and more competitive, and people are thinking about higher education differently,” he says. “It’s all about return on investment, as it should be.” Students and their families are weighing the cost of a four-year college degree more closely than ever. “What can I expect for it? If that \$200,000 [bill] is really \$100,000 after scholarships and grants and financial aid, that decision becomes easier,” he says. “The endowment is not only a safety net, but it also allows us to keep a Norwich education affordable.”

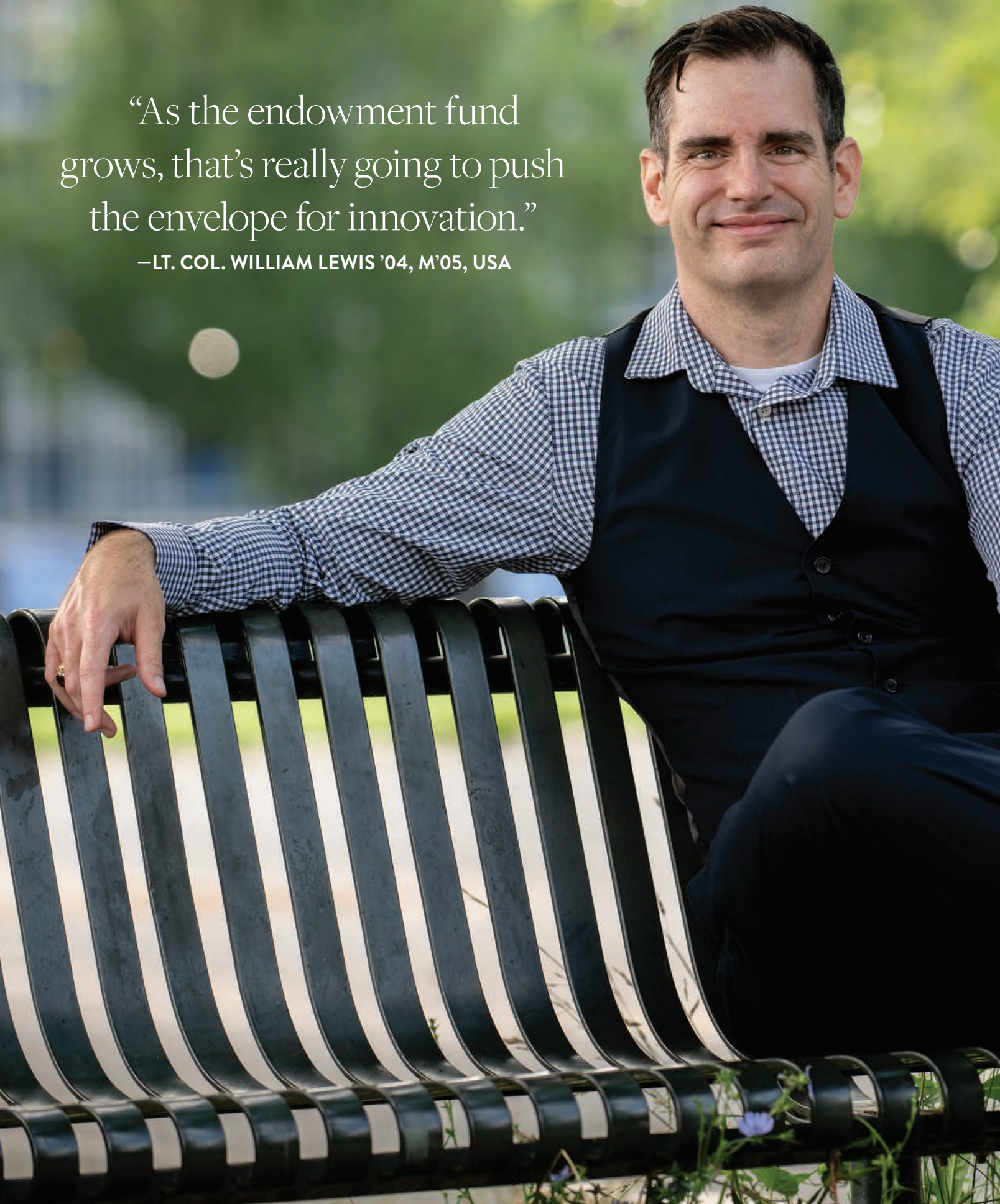
Cove sees the endowment in a strong position for future expansion. “It’s got plenty of room to grow,” she says. “It has a good group of core managers it can build on, and Norwich has got a great reputation that we’ve been able to help it capitalize on to continue to gain access to new managers. The university has always been really thoughtful about how it spends out of the endowment, and having that discipline around that spending will be helpful in continuing to build the endowment.”

Growth will come from both investment returns and new donations from alumni and other university supporters. Norwich has a strong history of fundraising, which should serve it well as it works toward its endowment growth goal.

“People donate to the endowment because they really do want to leave a legacy,” Mason says. “They want to make a gift to the university that will last beyond their lifetime. The endowment is an enormous asset of the university. And if you have a bigger pot of money it makes you far less dependent on tuition, which makes for a more stable institution.”

“As the endowment fund grows, that’s really going to push the envelope for innovation.”

—LT. COL. WILLIAM LEWIS '04, M'05, USA



Designing a Lasting Legacy

The global coronavirus pandemic has upended nearly every aspect of our everyday lives, from grocery shopping and eldercare to workplace configurations and the classroom experience.

Architect and Army Lt. Col. William Lewis '04, M '05 believes architecture will play a pivotal role in reengineering our built environment for optimal human health and interaction, now more than ever. And he believes Norwich graduates will lead the charge.

“It’s the students on the Hill right now who are learning the interdisciplinary concepts, and who will advance the understanding required, to solve these immense challenges,” he says.

As executive officer of the U.S. Army Health Facility Planning Agency, Lewis knows how well-designed structures impact the people who use them. Leveraging architecture, social science, psychology, and big data, Lewis designs, evaluates, and oversees the construction of world-class military and civilian hospitals—facilities that have not only boosted staff performance but patient outcomes.

Lewis has lived the value of a Norwich education. He credits its academic rigor, faculty support, and loyal alumni network for opening doors to a career he loves. Today, as incoming chair of NU’s Architecture + Art Endowment Committee, he is perfectly positioned to pay that forward.

“The endowment fund is one of my true passions,” he says. “It’s the future of the [Architecture + Art] school. Because there will be so many opportunities we can influence by having those funds readily available, from student scholarships to faculty recruitment to collaborative research and more.”

Established in 2015, the school’s endowment committee has already raised over \$100,000 from a diverse group of alumni. Some graduated long before the school even existed. “It’s because our student and faculty work is tangible,” Lewis says. “Our grads return to campus, they experience the power, and they want to be part of that vibe.”

Lewis has been writing checks to Norwich since he was a young officer. He ardently believes that participation—not the amount a person can give—is what matters most.

With a goal to raise \$250,000 by 2028, Lewis says: “Let’s get at it!”

Lt. Col. William Lewis '04, M'05, USA

Incoming Chair, NU
Architecture + Art
Endowment Committee

Executive Officer, U.S.
Army Health Facility
Planning Agency

Lewis commissioned from Norwich into the Army’s Medical Service Corps, a decision that later inspired him to earn a PhD in Planning, Design, and the Built Environment from Clemson University. Today, he leads the U.S. Army Health Facility Planning Agency, where he applies his architectural expertise toward hospital replacement projects around the world.

Learning and Returning

Twelve years ago, Willie Wright '93 joined a Norwich staff ride of Gettysburg led by Gen. Gordon R. Sullivan '59, USA (Ret.) and military historian Brig. Gen. Hal Nelson. "I was so impressed with how they described the battle in such detail—they made you feel like you were there," Willie says. The experience inspired him to do something similar closer to home. So he set out to learn everything he could about the history of Central Park in New York City. After giving tours to family and friends, he incorporated his guided walk of the 843-acre Manhattan landmark into Norwich's New York City summer student sendoff. Ten years on, Willie's tour has become a favorite of area alumni, current and prospective students—and their parents.

Organizing the NYC sendoff is just one example of how Willie and his wife, Angela, support Norwich. In June 2019, both served on the planning committee for the university's NYC Bicentennial gala aboard the USS *Intrepid* aircraft carrier, docked on the Hudson River in Manhattan. In addition, the Law Office of Angela Barker, LLC sponsored two tables at the event, filling one seat with U.S. Navy Captain Nick Rapley '94 and the other seats with non-NU colleagues and friends of Angela and Willie "to give the school more exposure," Willie says.

Another way the couple supports Norwich is by giving to the Norwich Fund. "The amount I give is not very large," Willie says. "But I am consistent about giving every year." His loyalty has placed him among the most generous lifetime donors in his class. His advice to alumni who hesitate because they don't have much to give? "Give whatever amount you feel you can afford, *but do it each year*," he says. "Over time, it might make a difference."

Equally important, Willie and Angela designate most of their gifts as unrestricted, meaning they trust the school to use the money for whatever is most needed. "We have seen what Norwich has done since I graduated," Willie says. "Norwich has used the money it's received from all sources to benefit students at Norwich now and has invested in the infrastructure to make it an even better place for those who will come after."

Willie Wright '93

After commissioning with Navy ROTC, Willie served four years active duty as a naval intelligence officer. He earned a law degree from Columbia University in 2000 and currently serves as an associate general counsel at GE Capital in Norwalk, Conn. He is married to fellow Columbia grad and practicing attorney Angela Barker. They live in Teaneck, N.J., and are the parents of two sons, Noah, 20, and Luke, 15.

Photograph courtesy
Willie Wright



“I see Norwich as the
foundation of my adult life.”

—WILLIE WRIGHT '93

“We won’t be here forever.
Giving back to Norwich is about
passing on what you know and
preparing ... new cadets and
students for their time at the
university. It’s about enabling
them to do what they want
to do or to fund their dream
to be able to go to school.”

—JANA RAYMOND '90





Sharing the Opportunity to Soar

For a number of years, Jana (Hurst) '90 and Brian Raymond '90 lived overseas while serving in the U.S. Navy or working for the U.S. government. They didn't make it back to the Norwich campus often. But now that they're based in the States again and living in Maryland, they've been able to get reinvolved with their alma mater.

Two of their four sons have attended Future Leader Camp, and one son is planning to apply to Norwich. The Raymonds also took part in Bicentennial events in 2019 and have supported their class over the years. They both actively volunteer as members of the Class of 1990 Gift Solicitation Committee.

"Norwich is just a part of who we are," says Jana, a former Navy aviator. "It's always been something that we fully support in whatever manner we can."

One reason why? Because Norwich has supported them so much over the years. During his senior year, Brian and his family ran into some trouble coming up with tuition money. Norwich found work study and scholarship funds to help him out.

"They went to bat for him so that he could stay," Jana says. "Norwich is more of a family than just a school."

The Raymonds appreciate the strong ties they feel to Norwich and the friends they made there as students. "Brian has stayed in touch with his whole company, the Bravo Boys," Jana says. "We probably get together with them every couple of years, and all of the families are very close."

Both appreciate the role Norwich played in making them who they are today. "Our time at the university taught us leadership skills and the ability to cope and actually think on our own—skills that you wouldn't necessarily get at other schools," Jana says.

Thanks to their generous financial support, Jana and Brian are giving the next generation of Norwich students the chance to gain similar life-changing skills and experience. "If you have the opportunity to go to a school and be exposed to the kinds of things we were, then the doors are wide open," Jana says. "We want to help pass on that ability to spread your wings and try new things."

Jana and Brian Raymond '90

Jana Raymond '90 studied mechanical engineering and math at Norwich. As a U.S. Navy naval flight officer, she amassed more than 1,000 flight hours and 199 carrier landings and was one of the first women deployed on an aircraft carrier. She has held various positions in the Office of Naval Intelligence and the U.S. State Department and currently serves as partnerships program manager for Africa/Europe for the National Maritime Intelligence-Integration Office.

Brian Raymond '90 graduated from Norwich with a bachelor's degree in communications. He served 11 years as a U.S. Navy SEAL, then another 12 years as a SEAL in the U.S. Navy Reserve. After spending nearly two decades as a CIA operations officer, he now serves as VP of business development for the security firm Global Guardian.

“I see the class scholarship
as something we can
rally around—something
that will memorialize our
commitment to academics
and leadership.”

—ADAM LAZAR '05, USA



Paying It Forward

Adam Lazar '05 arrived on the Hill from Texas thanks to an Air Force ROTC scholarship that paid the bills. Nearly 20 years later, as chair of the Class of 2005 Reunion Fundraising Committee, he intends to pay that opportunity forward.

“Norwich has given me a lot, and I want to give back,” the civil engineering major and aviation industry expert explains.

Lazar is quick to credit his committee colleagues for their work and the scholarship idea that animates them. “It’s a group effort,” he insists. But his philanthropic leadership, which took root long before now, is evident, too.

Over the past two decades, he has often donated his time and talent to Norwich. He has returned to campus to serve as both as a keynote speaker and a judge at regional student steel bridge competitions. He has also actively volunteered with NU Clubs in Texas and now Philadelphia, where he spearheads NU Connects and other networking events.

Lazar also generously extends his financial support—a tradition he first established as a devout, on-the-move Air Force officer without a home church. Then, as today, he supported university chaplain Rev. William S. Wick’s discretionary fund to assist students facing hardship.

“I wanted my dollars to be very impactful,” Lazar says. “And I felt that Rev. [Wick] would be a great steward of those dollars.”

“Impact” and “personalization” are the mantra of Lazar’s charitable giving, which is one reason an endowed scholarship resonated with him and fellow Class of 2005 Reunion Fundraising Committee members Colm Walker '05, Jonathan Marshall '05, and Bam Furlong '05.

“Rather than funding a bench or naming a classroom, we’re creating a living gift—one that will grow, mature, and get passed from generation to generation,” he says. Ultimately, the scholarship will help one rising sophomore each year to fulfill their academic and leadership potential.

Lazar believes the Class of 2005 scholarship will do for others what his Air Force ROTC scholarship did for him: spark a desire to support Norwich and the students who follow. As contributions to the scholarship grow in the years ahead, its momentum will be unstoppable.

“Together, we’ll take this thing from a book scholarship to a full, four-year ride,” he says. “How cool is that?”

Adam Lazar '05

Class of 2005 Reunion
Fundraising Chair &
Aviation Project Manager

As an Air Force officer, Lazar deployed to Afghanistan, where he served as a project engineer leading construction, capacity-building, and humanitarian initiatives for the U.S. military, U.S. government, and provincial government of Zabul. Lazar now lives in Philadelphia with his wife Jennifer and their two children, where he consults on aviation-specific engineering projects.

Photograph courtesy
Adam Lazar



*“The best way to pay respect is
to value why a sacrifice was made.”*

—1LT MARK DOOLEY '01

IN A LETTER TO HIS FAMILY TO BE READ IN THE EVENT
HE DID NOT RETURN FROM DEPLOYMENT. QUOTED BY
PRES. GEORGE W. BUSH ON MEMORIAL DAY 2006.



Honoring a Son's Enduring Inspiration

1st Lt Mark Dooley '01 began his career as a deputy sheriff before joining the Wilmington, Vt., Police Department. On September 19, 2005, while serving with Task Force Saber, the Vermont National Guard Army Ranger was killed near Ramadi, Iraq.

Mark was the first Green Mountain man killed in Iraq to be buried in Arlington. His stone, carved from Vermont marble, reflects his posthumous award of a Bronze Star and Purple Heart. Missing is the “intangible and enduring inspiration” that he emanated, friends say, to those around him.

“Mark believed nothing was impossible,” says his mother Marion. “He encouraged everyone, no matter the circumstances.”

Ryan Anderson '00 recalls how his friend urged him not to give up his dream of a military career just because he was color blind. “Persevere,” Mark told him. “*You can do it!*” Anderson recently celebrated 20 years as a Naval officer. He continues to live by his late friend's words. “In the moments when I want to slow down or waiver under the pain and pressure of work or life, I honor Mark by pressing on.”

Years after his passing, friends, classmates, fellow police officers, and Vermont National Guardsmen continued to post tributes on Mark's online memorial page. Even people who knew him only a short time were struck by his presence. “You don't meet many people like Mark Dooley in a lifetime,” says Joseph Szarejko, Wilmington Police Chief.

Mark made a lasting impression on nearly everyone he came into contact with. Which may explain why there are so many memorials to him. They range from a 5K road race in his hometown of Wallkill, N.Y., where he captained the high school track team, to a granite monument dedicated to his memory at a training facility he designed at the Ethan Allen Firing Range in Colchester, Vt.

At Norwich, the 1LT Mark H. Dooley '01 Memorial Scholarship will be awarded for the first time this year to a Corps student majoring in criminal justice, studies in war and peace, history, or political science.

The scholarship “is an ongoing memory of Mark,” Marion says of her son. “It continues what he believed.”

Mark's father Peter, a retired Air Force colonel, agrees. “I hope it will enable some other deserving individual the opportunity to pursue their dreams in law enforcement or possibly the military, and uphold the same ideals that Mark did.”

1st Lt Mark Dooley '01

1st Lt Mark Dooley '01 began his career as a deputy sheriff in Windham County, Vt., before joining the Wilmington, Vt., Police Department. An Army Ranger, he was killed near Ramadi, Iraq, in 2005. Mark was posthumously awarded the Bronze Star and Purple Heart. His funeral was attended by Vermont Senators Patrick Leahy and Bernie Sanders and Representative Peter Welch.

Photograph: iStock

Continuing A Husband's Legacy

Linda Miller Filipp's gift helps Special
Forces operators earn their college degree

As he neared retirement from a 30-year career as a decorated Special Forces Green Beret, Keith Joseph Filipp set a new challenge for himself: college graduate. He enrolled in the first cohort of the BS in Strategic Studies and Defense Analysis (SSDA) offered by NU's online College of Graduate and Continuing Studies. The degree was specifically designed for active or retired members of the U.S. Special Operations forces.

"He wanted to expand his abilities and his horizons," says his wife, Linda Miller Filipp. "The degree was something that he did not have to do. But it was something he wanted to do, and it helped him be an even better person."

After Keith passed away from brain cancer in 2017, Linda created a scholarship in his memory to support other students in the SSDA program. "If we can encourage more guys or girls to be able to do this, I think it's great," she says.

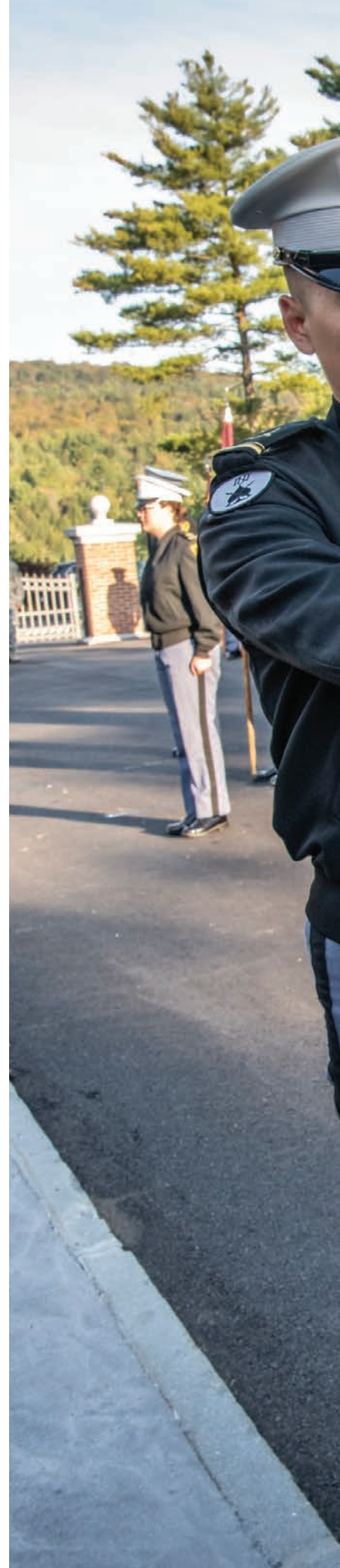
Keith used what he learned at Norwich while working as a military contractor and serving as president of the Montana Special Forces Association. "That was one of his biggest passions," Linda says. "And he definitely felt that the degree helped with that, as he had to do a lot of writing and public speaking and coming up with plans on how to work things most efficiently."

For Keith, juggling commitments to the Army, his studies, and his family wasn't always easy. Which is one reason why Linda wants to support other students like him. "The Norwich program was challenging for him," she says. "He really worked hard and missed vacations at times. But I think it was a sense of personal dedication and pride for him to attempt and complete it."

Like Keith, today's students must dedicate not only time and effort to the program, but tuition. And that's where Linda wants to help. "Hopefully," she says, "the scholarship will encourage people to be able to do this. To make it a little easier and give people the opportunity to stick with it."

Keith Joseph Filipp '12

Growing up in Texas, Keith Joseph Filipp joined the U.S. Army after high school. A decorated Special Forces Green Beret, he spent 30 years in the service, including a stint as the Garrison Sergeants Major at the Caserma Ederle (Camp Ederle) military complex in Vicenza, Italy. He retired from the Army in 2012 and earned his bachelor's degree from NU's College of Graduate and Continuing Studies that same year.





“The scholarship is a way to remember Keith and to also try to do something good for a program that he really cared about.”

—LINDA MILLER FILIPP

STATEMENTS OF FINANCIAL POSITION: 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*

ASSETS	2019	2020
Cash and Cash Equivalents	\$2,437	\$7,725
Pledges, Accounts, and Loans Receivable, Net	\$25,273	\$23,472
Investments	\$214,229	\$209,146
Land, Buildings, and Equipment	\$182,583	\$180,070
Other Assets	\$23,220	\$23,914
TOTAL ASSETS	\$447,742	\$444,327
LIABILITIES	2019	2020
Accounts Payable and Accrued Expenses	\$9,440	\$8,096
Notes and Bonds Payable	\$80,313	\$77,546
Other Liabilities	\$27,705	\$32,685
TOTAL LIABILITIES	\$117,458	\$118,327
NET ASSETS	\$330,284	\$326,000

STATEMENTS OF ACTIVITIES: 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*

OPERATING ACTIVITIES	2019	2020
Other Income	\$3,591	\$4,141
Tuition Fees, Room and Board, and Other Ed. Programs	\$86,350	\$84,256
Non-Education and Auxiliary Programs	\$986	\$1,012
Contributions and Grants Used in Operations	\$8,582	\$8,165
Endowment Spending and Investment Income	\$10,222	\$10,442
TOTAL OPERATING REVENUES AND SUPPORT	\$109,731	\$108,016
Operating Expenses	\$104,739	\$102,398
Change in Net Assets from Operating Activities	\$4,992	\$5,618
NON-OPERATING ACTIVITIES	2019	2020
Endowment Investments Return Net of Spending Used to Support Operation	(\$4,121)	(\$3,038)
Other Non-Operating Activities	\$1,494	(\$6,864)
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	(\$2,627)	(\$9,902)
TOTAL CHANGE IN NET ASSETS	\$2,365	(\$4,284)

*Represents non-audited results

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

FISCAL YEAR 2020 ANNUAL REPORT STATISTICS

FY20 GIFTS BY SOURCE

GIFTS BY SOURCE TOTAL: \$13,693,454.28



FY20 GIFTS BY CAMPAIGN

RESTRICTED GIFTS

<i>Forging the Future</i>	\$2,758,384.53	20.1%
<i>Norwich Forever!</i>	\$735,500.00	5.4%
<i>Shoulder to Shoulder</i>	\$519,566.65	3.8%
<i>Bearing the Torch</i>	\$1,672.00	0.01%
Restricted Annual Giving	\$605,652.42	4.4%
Other Restricted	\$270,342.29	2.0%
TOTAL RESTRICTED	\$4,891,117.89	35.7%

UNRESTRICTED GIFTS

<i>Forging the Future</i>	\$8,301,181.81	60.6%
<i>Shoulder to Shoulder</i>	\$334,121.66	2.4%
<i>Bearing the Torch</i>	\$11,310.00	0.01%
<i>Norwich Forever!</i>	\$126,321.65	0.9%
Other Unrestricted	\$29,401.27	2.1%
TOTAL UNRESTRICTED	\$8,802,336.39	64.3%

TOTAL GIFTS

\$13,693,454.28
(100%)



Office of Development and Alumni Relations
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NUCC Calvary Troop members parade during last year's Homecoming retreat.
Photograph by Karen Kasmauski.